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"First" cut of the Director's Conference.

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I. CONFERENCE SESSIONS

- A. Although no business session was scheduled for Friday evening it was decided that the Defensive Driving Film would be shown after dinner. The reaction from all present was highly laudatory. The Director was interested to know of non-Agency exposure of the film and we elaborated to this point somewhat. We indicated in summary referring really to the broad subject of security protection of our people that money should be no object in an issue of this nature. (General Walters commented later in the evening that no mention had been made of the importance of locking car doors noting that locked doors saved then Vice President Nixon in South America many years ago.)
- B. There were three conference working sessions. On Saturday morning the Intelligence Community and FY 74 Program items were covered. Saturday afternoon was devoted to Personnel plus two short non-agenda items and closing remarks by the Director.
- C. In opening the conference the Director noted Budget and Community as specifically needing attention. The budget item was to be considered in light of what influence it has on the capacities of the Agency. He noted that with people cost rising less funds are available for operational

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purposes. Regarding the Community the Director stated he needed views on organizational ideas and work designs.

II. INTELLIGENCE COMMUNITY AND CIA

A. Mr. Tweedy opened this item with a statement which included the following:

1. The IC Staff is built upon the former NIPE Staff. It has representation from all Directorates and its personnel are generally in senior grades. He stated the view that Agency personnel should be assigned on a temporary/tour basis of 2 to 3 years. He also made the complementing statement that Community work should not be a career assignment after which assignees should return to their home base with no loss in seniority and standing.
2. CIA is bound to be heavily involved. IC recognizes that success is in fact dependent on help from outside IC even though this outside help might result in temporary delays in other activities.
3. The outline of the National Intelligence Program Memorandum is now being drafted - it covers costs, gaps, issues, and functional breakouts.

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4. The Director indicated that the National Intelligence Program must be looked at as a whole including the CIA portion. The CIA program will be more a part of the whole than it has been in the past years. An example of this is the idea that it proposed the new NPIC Building be thought of in terms of the Community budget.

There must be close ties between PPB and IC. Mr. Tweedy believes that more involvement rather than less is predictable - "evaluation", "better products", "open minds" and "healthy experimentation" are musts.

- B. In the succeeding discussion a number of points were made:
  1. It was noted that there may well be people and positions who are not top caliber and that an effort should be made to identify both and to match them up.
  2. Evaluation must take place along command lines only.
  3. The Director asked that the Community budget presentation be looked at to see if there were better ways to put it together. He also specified that Agency components support the IC set up in the simplest and easiest way possible.
- C. Not directly related were the following:

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1. The DD/I commented on his discomfort with the feeling of more and more frequently being investigated, evaluated, etc., efforts which consume more and more time which must therefore be taken from normal job activities. This was strongly supported by DD/P and acknowledged by D/IC.
2. The new Director of the Budget was indicated as being very interested in numbers but clearly not to be sold short.
3. Finally the DCI indicated that each Agency element must share responsibility for Community support and that improving the product is the ultimate object.

### III. FY 1974 PROGRAM ANALYSIS

- A. Mr. Colby made a broad brush presentation using a series of charts some of which are reproduced in the Conference Book under sub-Tab 3a. He started with the FY 74 30.4 requested increase. He showed the various ways in which budget had been racked up and then turned to the Personnel "issues." (Tab 3i) The Executive Director-Comptroller indicated his preference for Alternative 4, Absorption of the Increase Request and a further cut. Supporting his view he noted that although OMB has not demanded a further reduction OMB expects the Government

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deficit to be much larger than earlier anticipated and OMB officers belief that CIA was not hurt by the 5 percent exercise and can therefore take further reduction. Although there was no agreement with this position there was not a final decision. On the equivalent issue regarding contract personnel the Director indicated his desire to avoid volunteering cuts or additional controls. The question was posed as to how to put contract personnel into some operational category and avoid contaminating staff personnel figures.

- B. Mr. Colby talked about the Priorities and Performance figures which were incorporated this time in the program submission. He believes that although these first results were not particularly good the tools can be useful.
- C. Returning to the Personnel situation, Mr. Colby presented some charts which showed the dramatic increase in the numbers reflecting personnel costs - 36 percent of Agency budget in FY 1967 and 55 percent of a smaller budget in FY 1973. (Chart at Tab 3k.) He pointed to the prospect that with people costs rising and the number of people decreasing prospectively in the future the entire budget will be required for people payments. Mr. Colby expressed his view that the only answer for this problem is to cut people.

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- D. Evaluation and Productivity. Mr. Colby referred to the inquiry into Government productivity measurements initiated some time ago by Senator Proxmire. He listed initial results of the OMB-CSC-GAO study:
1. Government services are measurable to a high degree.
  2. That effectiveness of Government operations can be determined in part by measuring results of productivity.
- Mr. Colby indicated that although the directives which will be published are not literally applicable to CIA there will be much information broadly useable within the Agency.
- E. On evaluation he referred to the IG paper (Tab 3f) as indicating the Agency's attention on this subject was somewhat hit or miss. He pointed to the need for facing the problem which the charts posed and to the IG recommendation that an inter-Directorate task force should be organized chaired by an IG official with O/PPB providing the vice-chairman. The succeeding discussion did not produce agreement on the recommended task force as proposed by the IG.
- F. Mr. Colby returned to the need for qualitative review. This he identified as a requirement for both the successors of the present management and for subordinate officers. He further said that

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although judgments are made by the Director - on program and budget - each year our objective should be to be more methodical about facilitating these judgments and also to use history for perspective. Goal setting and after action checkup would be facilitated.

- G. The Director reflected discussions he had had with industry representatives and their productivity measurement efforts. He indicated that industrial productivity is down, that employees are evidencing laziness at least partially as a result of labor practices. He then said that in CIA there is no standard way to measure individual output. Supervisors have this responsibility particularly with reduced resources. We must check production and measure motivation - we must know whether the employee does or does not "put out". We must know how many subordinates are actually analyzing critically what is in fact being done and how well. In turn are their subordinates looking critically all the way down the line - is each individual doing a job and if not how can we take corrective action. We also need a post-mortem check as to whether we are really doing what we claim to be doing in this process of checking up and analyzing. The Deputies are to look at their own

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Directorates in the above terms and to be prepared to discuss this subject at a future Deputies Meeting. They are to note what in fact is being done preferably on paper (D/NE was requested specifically to look at 5-year old estimates). (DD/S&T remarked that he already conducts a quarterly technical review of all activities in his Directorate.)

H. Program Procedures (Tab 3m). Mr. Colby initiated this item by a general review of the paper. He identified two major proposed changes:

1. Instead of holding back a portion of the approved budget the full approved budget amount is to be allocated. Monthly reports will indicate obligation levels and identify possible sources of funds for shifting to unanticipated requirements or higher priority requirements. Funds allocated for items subsequently not implemented would revert to the Executive Director's jurisdiction.
2. The program review procedure will also constitute the mechanic for project approval except where a particular project has unusual sensitivity including political sensitivity. All present agreed with these changes.

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I. Construction (Tab 1). Mr. Colby again provided the background opening statement.

1. The Director identified EOI as the major upcoming problem. He went on to say that he could not foresee any possibility of proposing major construction in the Headquarters area (to get out of high rents in Rosslyn) - he noted opposition and difficult points all around.
2. The subject of a replacement for [REDACTED] was raised and DD/I stated that he did not visualize any possibility of a replacement building before 1978 or 1979 - he put the price figure of \$100 million on the structure but noted that it would be much more than a replacement for the present installation which itself was constructed within the walls of an existing building. I noted the need for emergency power if we contemplated a long delay. The DD/I countered to indicate his disagreement with expending he estimated \$1 million for a fixed plant emergency power installation even assuming that environmental considerations would permit its being established in that area. On the longer term matter it was indicated that [REDACTED] is essentially fixed and approved

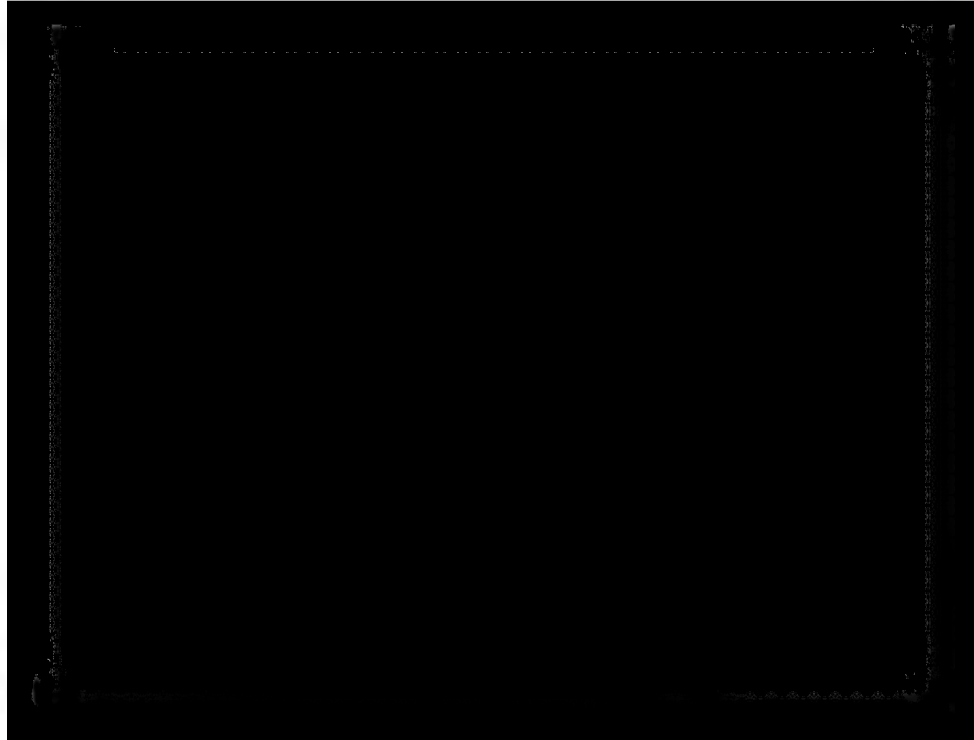
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3. Other construction and real estate matters were raised:
  - a. The Headquarters Garage. The Director asked the status and was discouraged to learn that no contract had been let or would be let for some months with construction likely to be completed no earlier than a year from now.
  - b. Headquarters Engineering Modifications. The Director wanted to know specifically what further would be done considering all the expenditures in recent years for modifications, emergency power,

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etc. I responded that I could not give a list of individual projects and that this in fact was one of the things which we expected to get from the survey by the outside contractor which we have already funded.

- c. Printing Services Division. The Director asked the purpose of this addition and I explained it as an effort to get space into which to move part of the off-campus employees. The DD/I asked if that additional space could be converted into a Computer Center thus freeing up some Headquarters Building space. I replied in the negative on the basis of floor loading.

- d.  Mr. Colby answered the Director's initial question and described briefly the 5-year plan but reflected serious reservations about it. The Director confirmed that para-military requirements would be down. Mr. Colby then noted that the matter of future requirements was already under review and the

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construction program would be considered further upon completion of the review. (It would appear that further construction is not likely to be approved.)

e. [REDACTED] This was identified as a part of a 5-year plan. 25X1A

I made a particular plea for approval to go ahead with the construction of the one new barracks building at 25X1A

[REDACTED] but I also described the worries we had at

[REDACTED] I noted the large numbers of people who

are staying or who are accommodated in very old 25X1A

buildings [REDACTED] where we have some safety

worries, for example, antiquated wiring. Mr. Colby

observed that we had much real estate and were likely

to be under pressure to release various parcels. He 25X1A

noted for example we might release [REDACTED] and 25X1A

handle all training at [REDACTED] I noted that this in fact

had been looked at and that a case could be made on a 25X1A

longer term basis that [REDACTED] operation would be more

economical. The Director asked why the reverse move 25X1A

should not be made, i.e., transfer [REDACTED] activities to

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25X1A [REDACTED] This we answered as being very  
expensive. The Director commented that he was  
25X1A not aware of anything at [REDACTED] which would be so  
difficult to relocate at [REDACTED] I noted that  
25X1A we could move [REDACTED] activities or a combination  
25X1A of [REDACTED] but would assume that we  
would keep [REDACTED] in its present location.  
25X1A The Director instructed us to study again the move  
of [REDACTED]. The Director's  
25X1A last thought was whether we are using [REDACTED]  
adequately

4. The Director then stated as policy position that we should not give up anything without being forced to do so. He indicated that no credit was received for giving up anything. He said that we should not volunteer but that we should make sure that if and when any cut is imposed we know where we want it to be made. He elaborated as to dealings with OMB: honesty is the best policy. He does not wish confidential relationships to be established or postures other than those of economy mindedness, pressure workload, etc. Finally he again

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instructed that all concerned should stay strictly and exclusively to the script in dealing with OMB.

5. Although not on the Tab 1 list DD/S&T mentioned that he had had a review made of [REDACTED]

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This showed that no major expenditures would be required until 1977 or 1978.

6. In closing the discussion on item 3 the following points were made:

- a. The Agency would ask for the increases identified with DD/I and DD/S&T products since we had been told specifically to do so.
- b. As a general guideline, however, the Agency strength should stay flat.
- c. DD/P expressed concern about Agency absorption of the proposed increase of 123 positions - worrying that it would wind up as a charge against Clandestine Service.
- d. The Director concluded that we should have a hard look at what size we want to be - that perhaps we might wish to pull out of a few posts in Africa. He also

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noted that the climate for covert operations is very different now from what it used to be. He also asked me what the OC personnel picture is and I responded that OC strength is going down as OC takes its portion of the various ceiling and personnel cuts.

IV. R&D - DIRECTIONS

- A. This item was essentially a presentation by DD/S&T. It followed generally the topical outline inserted at 4 in the book. He started with the R&D policy paper which reassigned to the Deputies the budgetary responsibilities other than the DD/S&T separate responsibility for exploratory R&D. He described the formation and functions of the new R&D Board and the Technical Coordinating Committee and its panels. He described in detail the first effort of one of the panels, the Long Range Covert Communications Panel, using its initial report as an example. The Director applauded this new effort and indicated that it should prevent some of the difficulties the Agency has had in the past. DD/S&T advised that the Director of the Office of Research and Development would be retiring and that he



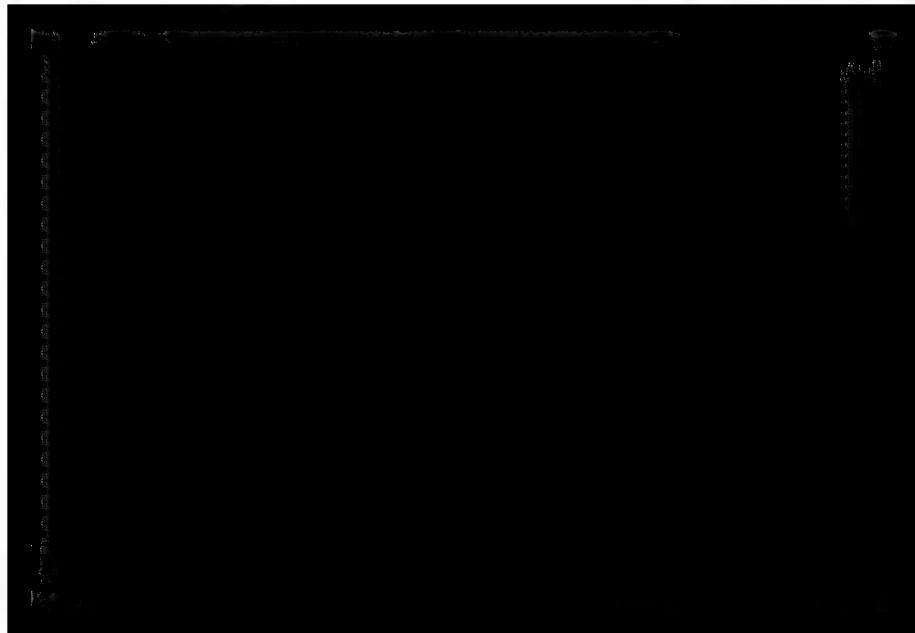
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expected that the management of that Office would be improved considerably under a new director.

- B. The Director then asked Mr. Duckett to go into more specifics in the R&D field. Mr. Duckett mentioned the following:

1.



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2. NRO. The DD/S&T does not see an end to NRO programs. Additional improvements in the proposed EOI system are now reachable. On the other hand he does not see major follow-on in the parallel arena. He described several Navy programs which are underway.

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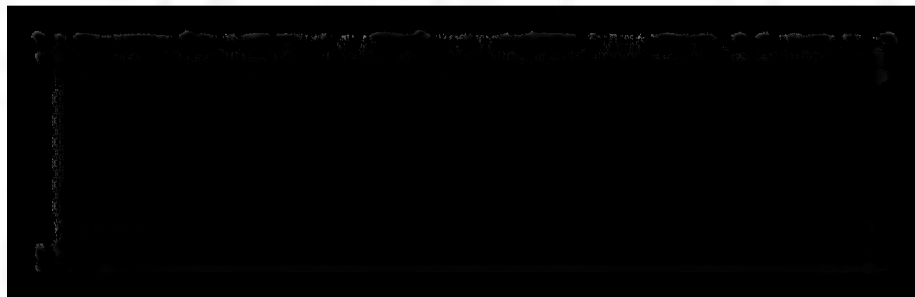
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summary point on this discussion was to be sensible but not to be left behind.

5. Behavioral Sciences. Mr. Colby asked about behavioral sciences. DD/S&T responded that this area needed attention but due to an internal organizational problem the proposed panel had not yet got started. In response to a question from the Director DD/S&T noted that many difficult elements were involved with the Agency activities presently quite limited.
6. Processing. In response to Mr. Briggs' question DD/S&T noted that DD/I's going into the area of information processing and list aids.
7. Clandestine Tools and Techniques. The Executive Director expressed the belief that the agent side of the business needs a major jump up perhaps requiring a multi-year approach

8.



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V. CIA AND DISCLOSURE

- A. Mr. Colby opened this item with a recital of a number of points, one was the question of a CIA budget hearing as a line item in the

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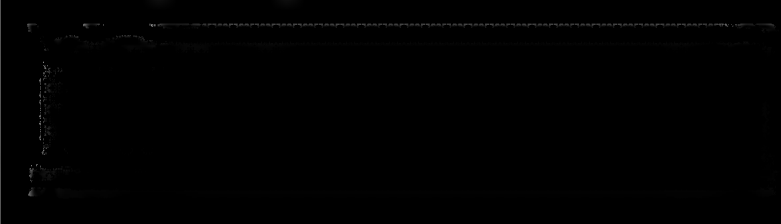
- B. Another item was the matter of leaks and our worries in that regard. He then moved to public relations noting the press; Brookings, which he identified favorably and wondered at expanding; academia, should we have additional panels; unclassified publications, on the last point one's that have knowledge of the existence of CIA and its role, he noted the historical program and our current unclassified publications including [REDACTED] China Atlas and maps. Mr. Proctor picked up academia and described present relationships including:

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1. Publications and learned journals with writers identified as CIA as normal for the publication - 20 in 1970, 16 in 1971.
2. Appearance at universities and at professional society meetings - approximately 70 per year.


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3. Attendance at professional meetings - over 170 per year.
4. Teaching courses (AU, GWU, GU) - 1970 - 31, 1971 - 22.
5. 
6. Maps.
7. Research aids, for example, CRS lists of personalities in foreign countries available through the Library of Congress.
8. Mr. Proctor also noted the Co-op Program (on which I elaborated with additional statistics indicating its

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He further described seminars which are conducted in various parts of the country on discreet subjects. He noted the Hugh Cunningham Princeton appearance as another example of an activity which could be expanded. Finally he noted his view that we should produce and

make available additional publications bearing the Agency seal.

The Director reacted to the Hugh Cunningham Princeton idea with considerable interest and desire to expand this type thing. He would want it organized quietly and asked who should steer it. Mr. Colby suggested that he might best take it on. DD/I indicated his willingness to have Hugh Cunningham be the center point. The Director also confirmed that the stance of the present Administration is clearly in favor of making more rather than less information available publicly. He also noted, however, that the Administration wants to be sure that what needs protection is indeed protected. The Director went on to rule out any CIA line item on the general budget until he is forced to agree. He acknowledged that the Maury paper (Tab 5 in the book) was thoughtful but that no one can predict Congress or other elements on the U.S. scene. - "Let's be driven not drive ourselves." He desires no change in relationships with the press. As to leaks the Director believes few if any originate in the Intelligence Community. He does not know what can be done to counter the leaks. The Executive Director noted the successful CS actions in cutting dissemination of reports. On publications with the Agency seal the Director's instincts are negative but he agreed after listening to the arguments of DD/I and D/NE to think further

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before reaching a final decision.

- C. The DD/I then introduced the major problems which the new classification Executive Order and implementing instructions involve. He used as an example a PDB prepared per the new instructions and extended the example to indicate that taken literally Mr. Lehman would be required to sign some 1800 documents each day. This item lead to some further discussion with DD/S and the Executive Director contributing. I also asked for a decision on OSS records. The Director clearly desires that these not be declassified or released.

VI. PERSONNEL

- A. Mr. Colby set the stage on this portion of the conference beginning with leadership development. He noted this as a problem of concern to the entire Government and referred to a Civil Service Commission paper with its 5 steps (Tab 6a, page 3). He confirmed the continued existence in CIA of a decentralized personnel system but indicated need for a reporting system to in a sense look over the Deputies shoulders. The first report has been sent to Civil Service Commission as required by the overall Federal plan and the second report will be due in September - reports will subsequently be required

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semi-annually. Mr. Colby elaborated his view that within each major component a leadership development responsibility must be given to a senior officer on a full time basis. He also specified that rotation to a different type of job is a most important element of the leadership planning since it both tests the individual and provides training. However, such moves should preferably be made at an early age (30-40) since it is then much easier to reassign if developmental transfers are not successful. He contrasted an age 45 officer in a similar circumstance. He noted that earlier executive development planning had not been successful and that what is needed is a component plan rather than an individual plan.

- B. Equal Employment Opportunity - EEO (Tab 6h). Mr. Colby reviewed the current situation with regard to women and black employees. He said that an "affirmative" position is necessary, that we must do more than be "fair." There was some discussion following the Director's question as to whether in fact we had been "fair" with qualified women. D/NE stated that his women professionals are more productive and DD/P agreed. DD/I opined that the problem is that we tend to forget women when we have senior positions to fill. DD/P reported that his women's panel has been effective and noted that every

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CS component must have a woman on its personnel management committee. DD/S&T recommended that we should consider all minorities and not merely women and blacks. The Director queried as to the extent of outside pressure on the Agency with regard to EEO and the Executive Director responded that this was not a major issue but that we should do more. There appeared to be general agreement on this matter.

C. Mr. Colby then talked about associated matters:

1. Young Professionals (Tab 6c). Older officers who have hit their peak. This included the mention of the proposed Federal Executive Service which does not have bright prospects and our PRA situation (Tab 6b). Under 37 statistics include 84 from DD/S&T, 47 from DD/I in addition to 13 from DD/S. In the discussion of this point DD/P commented on the difficulty of getting reclassification action approved in order to eliminate PRA situation. DD/S&T mentioned that his problems were at GS-14 and 15 and not at supergrade. DD/I reflected the same situation. DD/P after describing the CS Panel system (33 have left of their own volition) noted that in a few cases individuals had accepted downgrading with salary

retention when asked by the Career Service which needed to gain back by this means extra promotion points. Note was further made of the legend which was formerly on Personnel actions warning the supergrade promotee of the temporary character of his promotion. The consensus was clearly contrary to adoption of the annual supergrade review and reporting system described in the Tab 6b paperwork. DD/I and DD/S&T were laudatory of the action of the Office of Personnel in helping them and in dealing with adverse action cases.

2. College Graduates and Technical Functions (Tab 6d).

Mr. Colby referred to the O/P paper and stated that in addition to the matter of recruitment we must also take action to ensure that there are positive outlets from their original jobs for these highly qualified young professionals. There was general agreement in principle with the thrust of the O/P paper although DD/I did not agree if the intent was to imply broadly that PI's need not be professionals.

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3. Mobility and Rotation (Tab 6e). This agenda item drew more discussion than any other during the weekend. Mr. Colby noted mobility is more related to employee initiative and rotation to leadership development. He stated that mobility is the single most talked about subject in the cafeteria chats he has had. He referred to the O/P paper which he received in connection with the briefing sheet inserted in the book and stated that he had not agreed with everything which was listed on page 4 of the paper itself.

DD/S&T took the position that our career service set up was wrong in being compartmented by organizational lines. Instead he urged that the career services be established by qualifications. DD/I stated that the Intelligence and S&T Directorates do not really have career services apart from organizational lines and that this condition is limited to the Support and Plans Directorates.

A further point was made that success in accomplishing mobility is dependent almost completely on the tone set by the Deputies to and through their office heads. There must be no blackballing and employees must believe that they are

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not forever locked if they move away from their initial parent service. We must be honest with employees and prospective new bosses. We must also be conscious that circumstances are different for young officers and those at mid-career as to mobility considerations. Mr. Colby identified as action that we should (a) experiment; (b) ensure a positive attitude, and (c) set up a post-audit.

4. Vacancy Notices (Tab 6f). This idea in general was blessed by the Director. It was not the subject of any discussion.
5. In additional discussions mention was made of the problem of the individual who has topped out but has performed adequately. This led to consideration of positions which perhaps were less significant and could be well filled by those who had peaked.
6. Fitness Reports. There was discussion of the accuracy/honesty of fitness report reporting when reports are to be shown to and discussed with the individual being rated. The consensus seemed to exist that reports in fact were less open and frank when shown than when not shown. DD/P in responding to a question as to the experience of panel

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members with fitness reports stated that they were indeed deficient. DD/S&T noted that he does not believe it valid to require fitness reports on senior officials to be shown to them - that counselling is and should be done on a day to day basis. The Director instructed that we (O/P) re-review this subject looking back at earlier studies and talking with the [REDACTED] participants and other officials.

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7. Collective Bargaining. The Director noted that he had been asked a question on this subject at his meeting with the O/P Conference.

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Mr. Colby noted with approval the [REDACTED] arrangement for hiring women to work half days. [REDACTED] experience has been that women are very stable and generally produce better than a half day's work. Mr. Colby also noted that handicapped persons are a very stable work force element.

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8. Training Pattern and Content (Tab 6g). The Executive Director gave the background of earlier Deputies Meeting discussions on this matter. He said that the earlier thought of having a parasis of each course passed on by a Deputy was not valid due to the time required to get agreement. Instead

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he suggested an alternative idea - the Board of Review to go through the program annually to ensure that doctrine is what the Directorates believe and to deal with other problems including conflicting statements by speakers. All Deputies agreed with this alternative concept. The Executive Director then referred to the 4 course diagram and description inserted in the book at Tab 6g. This concept for professional development is being worked on and may require some expansion.

9. Prospects for the Summit. The Director asked Mr. Huizenga to give an appraisal and viewpoint on the Summit. Mr. Huizenga spent some minutes describing these prospects for the meeting in Moscow.
10. Annual Review of Intelligence Sources. The DD/I presented the statistics for calendar year 1971. He noted that they comprised a frequency count only and did not reflect in any way the importance of individual items.

The Director closed the conference with appreciation to Support and the participants. His final thought was to be sensitive to the fact that this is an election year and to guide our attitudes and actions accordingly.

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